



Cooperative Agreement Number: AID-523-A-12-00001

Quarter Program Report

Project: Scout Experience: Ready for life

Asociación de Scouts de México, A.C.

Quarter Program Report

Reporting period: Q4 2015 / July – August 2015



USAID
FROM THE AMERICAN PEOPLE

DISCLAIMER: The views expressed in this publication are the responsibility of the Mexican Scout Association and do not necessarily reflect the views of the United States Agency for International Development (USAID) or the United States Government.



Cooperative Agreement Number: AID-523-A-12-00001

Quarter Program Report

Project: Scout Experience: Ready for life

Asociación de Scouts de México, A.C.

General Project Information

Cooperative Agreement Number: AID-523-A-12-00001

Project Name: Experiencia Scout, Listos para la vida. | Scout Experience: Ready for life.

Project Timeframe: August 17, 2012 to August 16, 2015.

Project Target Zone: Tijuana, Baja California, Mexico.

Scouts of Mexico Contact Details

Contact: Raymundo Tamayo, Project Director
raymundo.tamayo@scouts.org.mx
Tijuana: +52 (664) 615 7121
Mexico City: +52 (55) 5208 7122 ext.142

Address: Misión de San Javier 10643 | Piso 4 - Oficina 415
Col. Zona Urbana Río
06700 Tijuana, Baja California
Mexico

Website: www.scouts.org.mx

USAID Contact Details

Agreement Officer Representative (AOR): Lucila Serrano, Project Management Specialist
Office of Justice and Citizen Security
lserrano@usaid.gov
Mexico City: +52 (55) 5080 2414

Elizabeth Ramirez, Deputy Office Director
Office of Justice and Citizen Security
eramirez@usaid.gov
Mexico City: +52 (55) 5080 2560

Address: U.S. Embassy in Mexico
Paseo de la Reforma 305
Col. Cuauhtémoc
06500 Ciudad de México, Distrito Federal
Mexico



Table of Contents

Project Summary	4
Report Summary	5
Results Monitoring	6
Project results matrix	6
Internal results matrix	7
USAID common indicator	8
Social statistics	8
Result level achievements	8
Result level constraints and opportunities	10
Gender and disabilities	10
Communications	11
Security and risk management	12
Organizational Development	12
Human resources	12
Organizational learning	13
Cost Share	13
Quarter cost share report	13
Expected Activities	13
August – October 2015	13



Project Summary

The Scout Experience: Ready for life project addresses the issue of youth 7-29 years old who are at risk of engaging in criminal activities in Tijuana, Mexico. Additionally, the project impacts all ongoing scout violence prevention projects around the country, especially those in the Mexican States located in the Mexico-US border, with the development of a social interaction model that is scalable and replicable. This model sets the national standard of our organization for the work on character, education and leadership among at-risk adolescents and youth living in highly vulnerable environments. The Scout Experience: Ready for life project impacts more than 10,000 youth and parents from the Camino Verde, Mariano Matamoros, and Granjas Familiares neighborhoods of Tijuana.

In Tijuana, this project provides dedicated support to adolescents and youth in the areas of character, education and leadership. Activities related to character focus on learning to be and learning to live together through the strengthening of various dimensions of the individual; character activities aim at strengthening psychological resilience, providing direct psychosocial support, and promoting a specific value system according to the Scout Promise and Scout Law. Activities related to education focus on learning to know and learning to do by using a "learning by doing" approach to math, language and logic, and develops skills in the areas of ecology, sports, humanities, communication, security and technology. Education activities provide dedicated support to adolescents and youth currently out-of-school, that have low academic performance, have a learning disability, and/or are in transition between primary and secondary or secondary and high school. Activities related to leadership develop competencies related to social project management and use the learning through service approach to develop social leadership competencies, strengthen the sense of community and promote dialogue and understanding among young people. Leadership activities have a strong voluntary service component in the areas of peace, environment and development, and engage national and international scouts with local scouts. All the activities implemented in the fields of character, education and leadership use the Scout Method and the five programming principles of the United Nations as crosscutting practices. The project puts special emphasis on developing monitoring and evaluation systems that provide useful information for measuring social impact, strengthening organizational learning, and supporting decision-making processes.

The Scout Experience: Ready for life project builds the capacity of local community members for them to become the main agents of their own development. The Scout Center model implements a financial and operational strategy designed to progressively reduce its dependency to external assistance through various activities and sound financial management. Scouting is accessible to all adolescents and youth, and promotes a sense of dignity and responsibility among project beneficiaries.

The Scout Experience: Ready for life project focuses on ensuring adolescents and youth understand and enjoy their rights. We believe that by contributing to the education of young people as active, responsible and productive citizens, this project promotes safe and healthy environments for everyone around the country. Understanding violence and crime as a consequence of the non-fulfillment of human and child rights, poor urban planning and lack of community participation helps us design holistic and self-sustainable long-term interactions that contribute to broader aspects of development such as health, education and employment. The purpose of this project is to strengthen the capacity of at-risk young people to play a productive role in their community.



Report Summary

The Scout Experience: Ready for life quarter program report focuses on the main achievements, constraints and opportunities at a result level regarding its four strategic areas: social impact, innovation, sustainability and institutional development. Additionally, it provides specific notes on gender and disability, communications, security and risk management, human resources, cost share and organizational learning, most of them of a cross-sectoral nature and with an operational impact on the aforementioned strategic areas.

For the period comprising 1st of July to 16th of August the main goal of the strategic area of social impact was transferring the leadership of the Scout Groups created as part of the Scout Experience: Ready for life project to community volunteers, primarily parents of youth beneficiaries. This goal was successfully achieved thanks to an intensive programmatic and operational empowerment process that began in January 2015, which resulted in having three economically self-sustainable, fully operational, volunteer-led Scout Groups in each of the project intervention zones. The leaders of each Scout Group, most of them women, were officially recognized by the Baja California Scout Province as part of their structure and with the full support of the Scout Movement as every other Scout Group around the country. Moreover, strategic partnerships with Community Based Organizations provided the Scout Groups with access to physical infrastructure with sanitation, Internet and warehouse space.

Regarding innovation, the main achievement of this quarter was the launch of the Collaborative Learning Platform that organizes policies, procedures and tools developed as part of the project and are useful to replicate the Violence Prevention Model and strengthen the programmatic and operational capacity of the Mexican Scout Association and Scout Organizations in other countries. Additionally, Accenture Development Partnerships completed a high-level assessment of a Management Information System that adapts to the needs of a Scout Organization and can serve to strengthen its membership management, youth program and adults in scouting functional areas, among others. This system is a critical component to improve the monitoring and evaluation and educational program elements for scale and replication of the model.

Regarding sustainability, the main achievement of this quarter was the interest of the Tijuana Secretariat of Education to pilot a model in one of the public primary schools of the municipal education system. Additionally, we presented the results of the Scout Experience: Ready for life project at the 23rd World Scout Jamboree in Japan with the presence of over 36,000 Scouts from more than 160 countries, as well as representatives from various International Non-Governmental Organizations and UN Agencies, including the participation of the UN Secretary General's Envoy on Youth at the closing ceremony. Actions at a local, national, regional and global levels promote the potential replication of the violence prevention model and the use of the capacity development elements developed as part of the Scout Experience project.

Finally, regarding institutional development, the main achievement of this quarter was the project's Management System, which maps out the main processes involved in the implementation of the violence prevention model, from strategic planning to operations, procedures were mapped out using an international standard and a software that enables online interaction. This result consolidates all the work on institutional capacity development included as part of the Scout Experience project with the aim of supporting the Mexican Scout Association's program and operations.

Results Monitoring

Project results matrix

Performance Management Matrix - *Scout Experience: Ready for life* - **SCOUTS|USAID**

Expected Impact: Build Strong and Resilient Communities (Pillar IV of Merida Initiative)

ID	Tipo	Indicador	Target 2014	Target 2015	Frequency	Q3 2015	Q4 2015
1	Outcome	1.0.1 Percentage of out-of-school youth participating in the Scout Experience, Ready for life activities that have not finished primary, secondary or high-school and enroll in a formal education system.	50%	70%	Semi-Annually	30.0%	70%
2	Outcome	1.0.2 Percentage of students participating in the <i>Scout Experience: Ready for life</i> activities that successfully transition from primary to secondary school.	65%	85%	Annually	100%	100%
3	Outcome	1.0.3 Percentage of young people participating in the Scout Experience: Ready for life activities that show an improvement in their psychological resilience evaluation score.	60%	80%	Semi-Annually	50%	50%
4	Output	1.1.2 Percentage of youth between 7 and 29 years of age participating in the <i>Scout Experience: Ready for life</i> program that acquire the knowledge, attitudes and practices pursued by the educational program of the youth center.	30%	40%	Semi-Annually	73%	76%
5	Output	1.2.1 Percentage of enrolled students participating in the Scout Experience: Ready for life activities that show improvement in their language evaluation score.	60%	80%	Annually	86%	86%
6	Output	1.2.2 Percentage of enrolled students participating in the <i>Scout Experience: Ready for life</i> activities that show improvement in their math evaluation score.	60%	80%	Annually	37%	53%
7	Output	1.2.3 Percentage of youth between 7 and 29 years of age participating in the <i>Scout Experience: Ready for life</i> activities that show improvement in their skills for life evaluation score.	40%	50%	Semi-Annually	20%	24%
8	Output	1.3.1 Percentage of adolescents and youth between 7 and 29 years old that have been or are members of local gangs participating in the youth involvement program have decided to reenroll in school or a professional development program.	30%	40%	Semi-Annually	NA	NA

Internal results matrix

Performance Management Matrix - *Scout Experience: Ready for life* - **SCOUTS|USAID**

Expected Impact: Build Strong and Resilient Communities (Pillar IV of Merida Initiative)

ID	Type	Indicators	Target August 2015	Achieved by June 2015	Achieved by August 2015
1	Outcome	Number of in-school beneficiaries participating in the Scout Experience: Ready for life program that stay in primary or secondary school.	250	262	275
2	Outcome	Number of Scout beneficiaries participating in the Scout Experience: Ready for life program that have received psychosocial support and preventive education to increase their awareness to anti-social or violent behavior (gender-based violence, intra-family violence, bullying, human trafficking).	140	NA	NA
3	Output	Number of at-risk youth between 7 and 22 years of age that acquire the knowledge, attitudes and practices pursued by the educational program of the youth center.	250	181	185
4		Number of at-risk youth between 7 and 29 years of age that have received at least one hour of educative program of the Scout Experience: Ready for life activities.	2,500	10,167	10,899
5	Output	Number of at risk youth receiving reading interventions at the primary and secondary level	250	249	242
6	Output	Number of merir badges earned that strengehen the skills for life inventory (ecology, humanities, communication, security, technology and sports) of at-risk youth participating in the Scout Experience: Ready for life activities	90	64	84
7	Output	Number of at-risk youth participating in the Scout Experience: Ready for life program that show a voluntary commitment to follow specific values and principles related to positive citizenship and community leadership	250	120	121
8	Output	Number of at risk youth youth between 7 and 29 years of age that participate in community service activities destined to build up community sense of belonging, pride, responsibility and environment preservation.	300	773	821

USAID common indicator

USAID Pillar IV Common Indicators

Expected Impact: Build Strong and Resilient Communities (Pillar IV of Merida Initiative)

ID	Type	Narrative Summary	Target	Achievement Q3 2015	Achievement Q4 2015	Data Source / Means of Verification
1	Outcome	70% of at-risk youth beneficiaries (aged 6-16) participating in USAID participating in USAID funded programs that have continued their academic education in school.	70%	100%	100%	Monitoring and Evaluation System
2	Outcome	2500 at risk youth (aged 7-29) engaged in USAID community project activities.	2,500	10,167	10,899	Monitoring and Evaluation System

Social statistics

Total Beneficiaries Disaggregated by Gender

ID	Type	Data	Number	Data Source
1	Gender	Male beneficiaries	5547	Beneficiary Management System.
2	Gender	Female beneficiaries	4735	Beneficiary Management System.

Result level achievements

• Social Impact

- Transferred successfully community Scout Groups to community leadership without dependence to external financing or paid staff. Community leaders received official volunteer charges from Baja California Scout Province.
- Provided access to 732 scout and non-scout beneficiaries (398 male and 334 female) to value-based non-formal education activities in character, education and leadership.
- Registered 31 beneficiaries and adult volunteers to Scouts of Mexico.
- Delivered 3,682 hours of educational youth program through 43 activities.
- Trained community volunteers in Scout Group and Scout Province Governance to participate effectively at Province Level Scout Councils.
- Delivered 90% of the Minimum Value Product (MVP) of the Collaborative Learning Platform to serve as a replication toolkit for the Scout Experience Model.
- Involved 29 parents in the Parent Committees at the community Scout Groups.
- Performed 20 community resource mobilization activities by the parent committees of the community Scout Groups.
- Participated actively at 3 meetings with community leaders.
- Supported 3 events organized by community based organizations.
- Received beneficiaries referred to the Scout Group by local primary and secondary school principals. School principals invite Scout Groups to support them with community service or non-formal education activities.
- Received beneficiaries referred to the Scout Group by Community Based Organizations (CBO). CBO's start to collaborate and offer their support with the Scout Group.
- Received beneficiaries that learned about scouting through word of mouth resulting from our participation in community events from local authorities and organizations.

- **Innovation**
 - Integrated design and style elements to the Collaborative Learning Platform.
- **Sustainability**
 - Partnered with local community based organizations to allow community Scout Groups to conduct weekly meetings in specific spaces and make use of sanitary and warehouse facilities.
 - Delivered 4,200 hours of voluntary service by 46 volunteers (26 female and 20 male), of which 13 were from project intervention zones, 18 from Tijuana, 6 from other cities in Mexico, and 9 from other parts of the world.
 - Mobilized MXN\$27,500 in resources through the online crowd-funding campaign.
 - Involved 3 universities and 5 high schools in the project's internship and community service volunteer program.
 - Obtained an in-kind contribution of ICT material from the US Consulate in Tijuana.
 - Promoted project results at the World Scout Jamboree in Japan. www.23wsj.jp
 - Participated actively in the Violence Prevention Municipal Committee task forces of: youth, and community engagement.
 - Participated actively in the Municipal Institute of Citizenship Participation's youth task force.
 - Participated actively in the design of the School Violence Prevention Program of the Crime and Violence Prevention program of Tetra Tech International Development. The specialist in psychosocial support of the Scout Experience: Ready for life project is the representative of the project in such initiative.
- **Institutional Development**
 - Developed indirect cost calculations for 2012, 2013 and 2014 in cooperation with Deloitte.
 - Revised legal documents for beneficiary and volunteer registration to Scouts of Mexico in cooperation with Deloitte.
 - Obtained authorization to perform payments above MXN\$50,000 through online banking.
 - Completed physical inventory of project equipment.
 - Scouts of Mexico headquarters recruited a purchase and acquisitions executive.
 - Developed a Management System for the Scout Experience: Ready for life project aimed at supporting scale and replication.
 - Developed the following policies, processes and tools:
 - Policies
 - Equipment safeguarding; Time and assistance control; Fixed asset control.
 - Processes
 - Administrative Operation; Infrastructure Maintenance; Manage Resources; Petty Cash; Perform Maintenance; Provide Inputs; Control Operation and Finances; Manage trips and travel expenses; Manage talent; Control operations and finances.
 - Tools
 - Equipment and material lending format; Purchase order format for products and services.

Result level constraints and opportunities

- **Constraints**

- **Social Impact**

- Lack of GAP educational method evaluation due to the focus on community transition process.
 - Slow bridge of the digital divide between project online tools and IT capacity of community volunteers.

- **Innovation**

- Ongoing adjustments to the Collaborative Learning Platform.

- **Sustainability**

- Lack of interest from Scouts of Mexico leadership in supporting resource mobilization efforts.
 - Lack of support from Scouts of Mexico leadership to promote project communications at a national level.

- **Institutional Development**

- Resistance from headquarters to implement applicable policies and procedures developed by the Scout Experience project in the rest of the organization.
 - Failure from headquarters to provide the appropriate permissions to the online banking access.
 - Extended revision process between Deloitte and Scouts of Mexico regarding the calculation of the indirect cost rate.
 - Leadership transition in the position of National Treasurer in Scouts of Mexico.

- **Opportunities**

- **Social Impact**

- Train community volunteers to perform the GAP educational methods evaluation in their Scout Groups.
 - Provide each Scout Group with the IT resources needed as a support tool for their work.

- **Innovation**

- Identify best practices and lessons learned related to the development of the Scout Management System and identify potential opportunities to move forward.

- **Sustainability**

- Promote resource mobilization campaigns at the community and Scout Group level to build upon local sense of belonging.
 - Train community volunteers in communications to promote effective social media management.

- **Institutional Development**

- Implement the Indirect Cost Rate policies, procedures and tools developed by Deloitte.
 - Implement the Legal Support Documents for beneficiary and volunteer registration developed by Deloitte.
 - Update the existing Operation Manuals in the whole organizations based on the analysis made by Deloitte.
 - Capitalize on the good practices developed in the Scout Experience: Ready for life project to strengthen the organization's operational and programmatic processes.

Gender and disabilities

- **Achievements**

- Achieved a gender balance of 54% male and 46% female beneficiaries.
 - Strengthened leadership skills among women leaders in scout sections and groups.

- **Constraints**
 - Limited availability and specialized training of volunteers directly impacts the carrying capacity of the Scout Center to provide adequate attention and support to beneficiaries with disabilities.
- **Opportunities**
 - Sensitize parents regarding gender equality and highlighting the contribution of scouting to the education of young girls.

Communications

- **Quarterly Newsletter**
 - Reached a total of 633 subscribers to the bi-weekly bulletin
 - Bulletin 21
 - <http://us3.campaign-archive2.com/?u=ec9cf1e363686362304637935&id=77b2a017da>
 - Bulletin 22
 - <http://us3.campaign-archive1.com/?u=ec9cf1e363686362304637935&id=833b6cfbb3>
 - Bulletin 23
 - <http://us3.campaign-archive2.com/?u=ec9cf1e363686362304637935&id=2ae3bc2f7e>
 - Bulletin 24
 - <http://us3.campaign-archive2.com/?u=ec9cf1e363686362304637935&id=441744fc09>
 - Bulletin 25
 - <http://us3.campaign-archive2.com/?u=ec9cf1e363686362304637935&id=3b50ee0834>
- **Videos**
 - Volunteer promotion campaign.
 - <https://www.youtube.com/watch?v=4FuVM0IaPog>
 - <https://www.youtube.com/watch?v=GoT1cwK0mTY>
 - <https://www.youtube.com/watch?v=3hgH9NMF13A>
 - <https://www.youtube.com/watch?v=Y7W16Cu0294>
- **Social Media**
 - Reached a total of 521 Twitter Followers.
 - Reached a total of 4,230 Facebook Page followers.
 - Reached a total of 27,568 visits to the project website.
- **Media Monitoring**
 - TV Show – Hola Californias
 - <https://www.youtube.com/watch?v=3AsoDxYhhek&feature=youtu.be>
 - TV Show - Televisa
 - <http://xewt12.com/scouts-y-rescate-social/>
 - Press – Tijuana Informativo Newspaper
 - <http://www.tijuanainformativo.info/index.php/noticias-de-tijuana/item/20198-presentacion-de-resultados-2012-2014-scouts-de-mexico-usaid>

- Press – Zeta Newspaper
 - <http://zetatijuana.com/noticias/ezenario/23029/scouts-de-mexico-previene-crimen-y-violencia-en-zonas-vulnerables>
- **Photo Gallery**
 - Presentation of Project Results in Tijuana
 - <https://www.facebook.com/media/set/?set=a.850781428304849.1073741970.517363464979982&type=3>
 - Summer Camp focused on Human Rights
 - <https://www.facebook.com/media/set/?set=a.862612993788359.1073741971.517363464979982&type=3>
 - Inauguration of Camino Verde Community Scout Center
 - <https://www.facebook.com/media/set/?set=a.869750426407949.1073741972.517363464979982&type=3>
 - Community Transition in Camino Verde
 - <https://www.facebook.com/media/set/?set=a.871452816237710.1073741973.517363464979982&type=3>
 - Community Transition in Granjas Familiares
 - <https://www.facebook.com/media/set/?set=a.872593576123634.1073741974.517363464979982&type=3>
 - Community Transition in Mariano Matamoros
 - <https://www.facebook.com/media/set/?set=a.872841839432141.1073741975.517363464979982&type=3>

Security and risk management

- **Achievements**
 - Disabled all project security systems. (Perimeter physical defense; CCTV; Intrusion systems; GPS location; UHF Communications).
 - Coordinated logistics in order that project assets and personnel were always at a secure location.
- **Constraints**
 - None.
- **Opportunities**
 - Perform a review of documented best practices and lessons learned related to security.

Organizational Development

Human resources

- Lack of technical and operational capacity to support the Human Resource Function of Scouts of Mexico to ensure compliance with existing HR policies and procedures, as well as performance measurement and professional development.
- Lack of a comprehensive human resource compensation and evaluation policy continues to be an issue between project staff and headquarter.
- Scouts of Mexico approved a closeout team to work from August 17 to October 31 on final project evaluation, final project report and the preparation for the Financial Audit 2015.



Organizational learning

- A comprehensive review process was carried out as part of the final project evaluation to identify the best practices, lessons learned and recommendations for replication of the Scout Experience: Ready for life project.

Cost Share

Quarter cost share report

- USAID quarter cost share: USD\$232,702
- Scouts quarter cost share: USD\$185,968

Expected Activities

August – October 2015

- Final Project Evaluation
- Final Project Report
- Preparation for Financial Audit 2015
- Administrative project closing